

Our Cotswolds, Our Plan: Action Plan 2025-28

Priorities	Sub-Priority	Action	Portfolio Holder	Accountable Officer(s)	Updated By	Start date	End date	Status	Q4 Update
Preparing for the Future	Driving organisational and cultural change to be fit for the future	Transformation - Develop Strategy Action Plan	Cllr Mike Evey Cllr Tristan Wilkinson	Helen Martin	Helen Martin	Aug-25	Mar-28	On Target	Plan further refined and cross referenced to the ICT development programme. ICT Programme has kicked off, In house projects are awaiting kick off. Meeting with Portfolio members being arranged to update.
Preparing for the Future	Driving organisational and cultural change to be fit for the future	Transformation through changing existing or creating new service delivery models, and/or making changes to the organisation structure, roles, processes or technology to improve outcomes, as a result of introducing new ways of working, and/or to reduce the costs of services.	Cllr Tristan Wilkinson	Helen Martin	Helen Martin	Oct-25	Mar-28	On Target	<ul style="list-style-type: none"> - Workstream 2 of the technical programme is progressing well. - Business world procurement enhancement project has now been closed down - The projects for Business World escalation and new starter alerts have been completed, but are awaiting project close down - PropTech Round 4 Continuous funding round is complete - PropTech & Geovation round 5 Challenge is complete - IDOX integration with Planda is complete - Enterprise Task for DM officers Workflow and Process automation has gone Go Live and is now complete
Preparing for the Future	Driving organisational and cultural change to be fit for the future	Digital Transformation: accelerating the use of digital technology to improve council services, enhance accessibility, and promote digital inclusion across communities.	Cllr Tristan Wilkinson	Helen Martin	Helen Martin	Oct-25	Mar-28	On Target	<p>Workstream 1 of technical programme is progressing well with very little concerns.</p> <ul style="list-style-type: none"> - Windows 11 - Platform management project is complete - Microsoft CoPilot Chat rollout is complete - Automatic Case Detection (Salesforce) is complete and has gone Live
Preparing for the Future	Preparing for Local Government Reorganisation	Prepare the LGR submission to government. Prepare the next phase of the LGR Programme. Implement the governments decision.	Cllr Mike Evey	Jane Portman	Jane Portman	already commenced	Mar-28	On Target	The government undertook their statutory consultation during this quarter. Responses will be considered as part of the decision making process. The Portfolio and Programme team is being developed to drive through the implementation plan in advance of the governments decision. Good progress is being made in preparing for implementing the governments decision, which is due in Summer 2026.
Preparing for the Future	Preparing for Local Government Reorganisation	Consult with other local authorities to inform possible options for establishing a Strategic Authority	Cllr Mike Evey	Jane Portman	Jane Portman	already commenced	Mar-28	On Target	The government has written to all local authorities setting out their expectations regarding devolution, and Gloucestershire Leaders have responded setting out their preferred option of establishing a Foundation Strategic Authority across Gloucestershire in advance of joining the West of England Combined Authority, in due course.
Preparing for the Future	Developing our workforce	Deliver the People and Culture Strategy	Cllr Mike Evey	Angela Claridge	Angela Claridge	Sep-25	Mar-28	On Target	Employee survey undertaken, results analysed and actions being determined to progress the findings. Number of HR policies either introduced or updated (EDI&E, Carers, Dogs at Work, Smoke Free, Recruitment, Relocation, Retirement and Sickness Absence). 97% of staff have completed all their mandatory training.

Preparing for the Future	Developing our workforce	Deliver the Internal Communications Plan, to keep staff informed and engaged in organisational development and LGR	Cllr Mike Every	Matt Abbott	Matt Abbott	Sep-25	Mar-28	On Target	The final period of 25/26 saw a successful end to year one of the council's internal communications strategy. In a employee experience survey held through January and February, 85% of staff said they felt the council's communications and engagement activity helps keep them informed and connected. Across a number of KPIs, internal communications performance has been achieving expected performance, or exceeding. Throughout the year, an average of 32 pieces of content were posted to the council's portal per month exceeding target, with the number of visitors and page views on target, staff briefings were held with greater frequency and at least 100 attendees at each. Through the Future Gloucestershire / LGR Portfolio and Programme Office, fortnightly updates on LGR have been sent every other Wednesday. The roll out of the Council's new values continued, with display assets showing case studies. KPIs and targets have been updated for the next financial year.
Preparing for the Future	Developing our workforce	Consideration of a small number of functions currently in Publica in light of their focus core function delivery	Cllr Mike Every	Jane Portman	Jane Portman	Jul-25	Dec-25	On Target	Services continue to be reviewed. The statutory safeguarding function and the Flood Risk Management function are planned to be transferred back to the council in Q1 2026/2027. Service reviews are a key part of the Publica Business Plan for 2026/2027.
Preparing for the Future	Deliver the new Local Plan	Adopt the new Local Plan, providing a robust development framework for the Cotswold area post 2028 that provides affordable housing, employment and infrastructure for present and future generations whilst conserving and enhancing the national landscape.	Cllr Juliet Layton	Geraldine LeCointe	Andrew Maxted	already commenced	Dec-27	On Target	Local Plan on track to reach the Regulation 19 stage successfully in the summer of 2026 and Plan submission in December 2026. Full Council have agreed the date of the Regulation 19 consultation to be week commencing 24th August.
Delivering good services	Ensure value for money and good standards	Develop a Fleet Replacement programme	Cllr Andrea Pellegram	Peta Johnson	Peta Johnson	already commenced	Apr-26	On Target	Tenders are live for the majority of the recycling and food waste vehicles and 7.5t vehicles. Trials are taking place to inform the tender process for a mechanical sweeper. The remaining procurement processes are at an earlier stage of development.
Delivering good services	Ensure value for money and good standards	Improve and digitise engagement with the customers of the Waste and Environment Services	Cllr Andrea Pellegram	Peta Johnson	Peta Johnson	already commenced	Mar-28	On Target	The in-cab system has been rolled out on street cleansing services. This system is now integrated with Salesforce and allows residents to report overflowing litter bins by selecting the bin on a map.
Delivering good services	Ensure value for money and good standards	Adapt to changes in Waste legislation	Cllr Andrea Pellegram	Peta Johnson	Peta Johnson	already commenced	Mar-28	On Target	Waste flow modelling is continuing and is being used to inform vehicle design. This includes modelling for the upcoming flexible plastics collection required under Simpler Recycling.
Delivering good services	Ensure value for money and good standards	Implement the Planning Advisory Service action plan	Cllr Juliet Layton	Geraldine LeCointe	Harrison Bowley	already commenced	Aug-26	On Target	The end of 2025/26 saw the implementation of Enterprise for Development Management. Additionally, pre-application fees were reviewed and updated ready for the new financial year, including a review of additional services and opportunities to enhance the service. A PPA template and process was also agreed and referenced within the new pre-application schedule.
Delivering good services	Enhance financial resilience and make best use of our assets	Maintain financial sustainability over the MTFS-period (2026/27 to 2029/30) following the outcome of the Fair Funding 2.0 review.	Cllr Patrick Coleman	David Stanley	David Stanley	Apr-26	Mar-28	On Target	Started

Delivering good services	Play our part in maintaining and enhancing the public realm	Introduce charging to sustain Council owned public toilets.	Cllr Tony Dale	Claire Locke Sue Hughes	Claire Locke	already commenced	Dec-25	Off Target, but action being taken to ensure delivery	Charging mechanisms have now been introduced to all public conveniences, although charging has not yet been implemented at Northleach pending the conclusion of discussions regarding the future ownership and management of those facilities.
Delivering good services	Play our part in maintaining and enhancing the public realm	Deliver the new Parking Strategy.	Cllr Tony Dale	Sue Hughes	Sue Hughes	already commenced	Mar-28	On Target	The parking team have awarded contracts for the new parking machines for the District, together with implementing the changes to the parking order to reflect the actions identified in the car parking strategy.
Delivering good services	Play our part in maintaining and enhancing the public realm	Invest in and maintain our car parks	Cllr Tony Dale	Alan Hope	Andrew Turner	already commenced	Mar-28	On Target	Capital investment works complete, inspections/maintenance ongoing. Collaboration between service areas to address issues as they arise.
Delivering good services	Deliver the new Local Plan	Ensure our planning policies deliver our corporate priorities and promote carbon neutral development and sustainable infrastructure for our communities	Cllr Juliet Layton	Geraldine LeCointe Jo Symons	Andrew Maxted	already commenced	Dec-26	On Target	DM policies have been drafted and, together with the strategic policies, aim to ensure the Plan is 'green to the core'. The Draft Plan remains on track for submission to the Planning Inspectorate by December 2026. We are also commissioning our consultants, Étude, one of the leading specialists in this field nationally, to ensure our evidence is fully up to date and robust to support the Plan's submission.
Responding to the climate emergency	Support and Enable Residents & Businesses	Expand the network of Electric Vehicle Charge Points	Cllr Mike McKeown	Olivia McGregor	Olivia McGregor	already commenced	Mar-28	On Target	A 'sim-touch' issue relating to the earthing of 1 EVCP at Brewery car park is preventing that 1 unit from being fully operational. Property and Assets are in conversation with supplier Connected Kerb to resolve the issue.
Responding to the climate emergency	Decarbonise Council Operations	Embed climate action into council services to reduce the council's operational carbon emissions	Cllr Mike McKeown	Olivia McGregor	Olivia McGregor	already commenced	Mar-28	On Target	The second climate board took place on 3rd March 2026 with a continued focus on the Assets and Waste & Environment service areas. These are responsible for the majority of the Council's carbon emissions (waste fleet 43% of emissions, council owned buildings 36% of emissions). The Council are continuing to work with Ubico to plan and prepare for the installation of a fuel tank at the depot. A fuel tank is required to source HVO to fuel the vehicles. Following a CDC cabinet decision - Ubico are currently procuring new vehicles in line with the Capital Fleet Replacement Programme. This includes the procurement of one electric recycling and food waste vehicle, requiring an upgrade to the vehicle charging capacity at the depot. The depot has one charger installed that charges a plug-in hybrid van. An additional, more heavy-duty charger is required to charge the collection vehicle.
Responding to the climate emergency	Increase resilience to the effects of climate change	Work in partnership to respond to the Climate Risk and Vulnerability Assessment	Cllr Mike McKeown	Olivia McGregor	Olivia McGregor	Oct-25	Mar-28	On Target	'Final report published in November. This action to therefore be replaced by next steps and actions to implement. To be presented at the June CLG meeting
Responding to the climate emergency	Deliver high quality retrofit advice and support installation of renewables across the district	Deliver high quality retrofit advice and support installation of renewables across the district through policy, partnership working and initiatives	Cllr Mike McKeown	Olivia McGregor	Olivia McGregor	already commenced	Mar-28	On Target	Retrofit engagement events across the district have generated strong interest but limited resident uptake: as a result, the programme is pivoting towards high quality online videos and case studies to stimulate demand for home visits, which are experiencing high numbers of requests. Planning is underway for CDC's retrofit and electric vehicle flagship event, 'Drive and Thrive', to be delivered in Cirencester in early June 2026.'

Delivering Housing	Deliver the new Local Plan	Allocate sites in line with Government requirements that will boost housing delivery whilst taking account of the significant constraints across the district	Cllr Juliet Layton	Geraldine LeCointe	Andrew Maxted	already commenced	Dec-26	On Target	The Council, with its technical consultants, are currently assessing the deliverability of potential sites. This will inform the Reg. 19 version of the plan. Consultation on this plan commences 24th August.
Delivering Housing	Working with our partners to deliver more affordable homes	Move forward a Pipeline of Rural Affordable Housing Sites and develop ways to increase Affordable Housing delivery	Cllr Juliet Layton	Alan Hope	Alan Hope	already commenced	Mar-28	On Target	Partnership working to deliver affordable housing ongoing. Rural Exception site Pipeline continues to be developed. NPPF consultation document potential 5% cap unhelpful
Delivering Housing	Understanding everyone's housing needs	Adopt and implement the Preventing Homelessness Strategy	Cllr Juliet Layton	Calire Locke Caroline Clissold	Caroline Clissold	Sep-25	Mar-28	On Target	A half year review of the Preventing Homelessness strategy is underway, with most actions on target or ahead of target. A full review of the strategy against the MHCLG's National Plan to End Homelessness is also being undertaken.
Delivering Housing	Understanding everyone's housing needs	Continue to monitor housing needs to inform the councils revised Housing Strategy	Cllr Juliet Layton	Claire Locke Caroline Clissold	Caroline Clissold	already commenced	Mar-28	On Target	Quarterly reviews of H-CLIC data are being carried out to inform housing trends and monitor increases in contacts.
Delivering Housing	Understanding everyone's housing needs	Refocus the Housing Strategy on Strategic Actions.	Cllr Juliet Layton	Alan Hope	Alan Hope	Aug-25	Oct-25	Off Target, but action being taken to ensure delivery	The refocussed draft Housing Strategy will be going forward to Cabinet to consider
Supporting communities	Strengthen our links with town and parish councils and key stakeholders	Engage with and support town and parish councils to prepare for Local Government Reorganisation	Cllr Mike Evemy	Matt Abbott	Matt Abbott	Jun-25	Mar-28	On Target	In Q4, the Council has engaged with towns and parishes on LGR. This included a webinar for Gloucestershire's town and parish councils on LGR, as the government consulted on the three options. We have organised the next set of TPC forums for May, and continued to issue a monthly newsletter to TPCs which has included updates on LGR and the Local Plan
Supporting communities	Encourage community health and wellbeing	Enable networking and public engagement events to help local residents to access support services	Cllr Paul Evans	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	The Easter HAF programme was delivered successfully, with strong engagement across providers, while the final Strengthening Local Communities events were completed, with 14 events engaging nearly 1,000 residents and improving access to services in rural areas. Looking ahead, priorities include piloting advice services in a school setting, strengthening early intervention through housing partnerships, fostering partner collaboration through the Cotswold Food Network, and widening access to cultural opportunities through local partnerships.
Supporting communities	Encourage community health and wellbeing	Celebrate the contribution of individuals and local groups	Cllr Paul Evans	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	A further cohort of Unsung Heroes were feted at Council in March. Numbers of nominees have dropped,, potentially because a lot of residents were put forward in earlier rounds, so we have dropped to three times yearly, and will continue to work with comms and external partners to raise awareness of the scheme
Supporting communities	Encourage community health and wellbeing	Promote community activity through Crowdfund Cotswold	Cllr Patrick Coleman	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	Quarter 4 is usually quiet - the Spring round launches in February, with a deadline in April. The February workshop was well attended, with a broad range of projects, and there have been quite a few enquiries. Some of these have translated into project pitches for the April deadline, with a few other projects now anticipated for the Autumn round.

Supporting communities	Encourage community health and wellbeing	Ensure the leisure and culture contracts deliver core provision and positive community outcomes	Cllr Tony Dale	Joseph Walker	Lisa Caton	already commenced	Mar-28	On Target	<p>Freedom Leisure has maintained a strong focus on Health & Safety, undertaking comprehensive internal audits at each leisure centre during January, February and March 2026. All findings have been reviewed, with action plans implemented where required.</p> <p>Within Culture, Corinium Museum further enhanced its collection with the loan of the Withington Mosaic fragments from the British Museum, marked by a well-attended community celebration event. The Museum has also once again been awarded the Learning Outside the Classroom (LOtC) Quality Badge, a nationally recognised mark of excellence for high-quality learning experiences.</p> <p>Finally, a successful cross-over initiative between Leisure and Culture was trialled at Corinium Museum. A gentle Movement class, delivered weekly over an eight-week period and jointly funded by Active Cotswold and Freedom Leisure, proved highly popular. The programme has now transitioned into Freedom Leisure's Healthy Communities offer, expanding from one to two sessions per week. This initiative provides a safe and welcoming environment for people who may not feel comfortable attending a leisure centre, supporting physical activity and helping to reduce social isolation.</p>
Supporting communities	Encourage community health and wellbeing	Work with Cotswold Youth Network to champion to contribution and needs of young people	Cllr Paul Evans	Joseph Walker	Clare Jobling	Oct-25	Mar-28	On Target	<p>Council officers continue to work with the CYN to engage with the range of youth provision across the district. Central Government confirmed the continuation of HAF funding late last year, so in q4 GCC has been procuring HAF providers across the county, to get contracts in place for provision through the summer and subsequent school holidays</p>
Supporting communities	Support our residents in crises	Coordinate a partnership response to address financial hardship and the cost of living	Cllr Patrick Coleman	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	<p>Through the quarter, there have been Crisis Resilience Fund (CRF) planning meetings convened by CDC to ensure that the new programme is able to get up and running early in the financial year. The three year programme period will enable a stronger and well coordinated response.</p> <p>The current HSF programme has been able to provide resource to partners to tide them over until the new programme kicks in, to try to avoid having to run down and built up activity.</p>
Supporting communities	Support our residents in crises	Work with the NHS Integrated Locality Partnership to improve the quality of life of children and vulnerable households	Cllr Paul Evans	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	<p>The Council continues to work with partners through the ILP, which helps ensure alignment between community focused activity and health partners. The ILP has recently carried out a partner survey, to understand how the model is working, and to try to ensure that its structure complements other partnership tools - for example the Children and Young People subgroup is merged with the County's One Plan working group for the district. The ILP provides an opportunity to update and engage partners in the outreach work enabled by the council's subscription to LIFT, now funded by GCC via the Household Support Fund.</p>
Supporting communities	Support our residents in crises	Work with the Cotswold Community Safety Partnership to improve road safety and reduce antisocial behaviour	Cllr Paul Evans	Joseph Walker	Clare Jobling	already commenced	Mar-28	On Target	<p>The CSP met in January, now under the chairship of Councillor Tony Dale. We are still awaiting the recruitment of a Road Safety Partnership Coordinator for the County to support on this important issue. The Partnership looked at the latest Serious Violence Duty toolkit, which provides a useful statistical overview of crime and AB activity. This shows Cotswold remains a low crime area. However there have been a few serious incidents recently in Cirencester, so the partnership will be looking at what activity might be undertaken to try to prevent escalated poor behaviour by certain groups.</p>

Supporting communities	Deliver the new Local Plan	Through our Local Plan review aim to ensure that development provides the necessary infrastructure for communities and that this provision is aligned with the phasing and delivery of development	Cllr Juliet Layton	Geraldine LeCointe	Andrew Maxted	already commenced	Mar-28	On Target	Regulation 18 consultation for the draft Local Plan has now been completed. The Plan will allocate sites with appropriate infrastructure provision, supported by ongoing evidence work. We are progressing the technical work, including an Infrastructure Delivery Plan, which will inform Plan policies and set out infrastructure requirements for individual site allocations. This is being developed in collaboration with a wide range of stakeholders, including infrastructure providers. All work remains on track for submission in December 2026.
Supporting the economy	Develop the skills of our residents	Support key sectors to create new highly skilled jobs, including through promotion of apprenticeship opportunities.	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	already commenced	Mar-28	On Target	The council is working with Cirencester Chamber of Commerce, through a UK Shared Prosperity funded programme, to enhance opportunities for young people, including promoting apprenticeships. The programme has been officially launched and is now underway.
Supporting the economy	Grow a strong and sustainable economy	Deliver a programme of activities through the Shared Prosperity and Rural England Prosperity Funds	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	Mar-25	Mar-26	On Target	All UKSPF & REPF funds are allocated and most projects are completed. The Government has extended the date for delivery to the end of September 2026. Only a very small number of projects are still to be completed and we are confident all will be in good time for the September deadline.
Supporting the economy	Grow a strong and sustainable economy	Deliver the actions set out in the refreshed Green Economic Growth Strategy.	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	Jan-25	Mar-28	On Target	The Green Economic Growth Strategy is overseen by the Cotswold Economic Advisory Group. The refreshed strategy was adopted by Cabinet in March 2025 and delivery of the actions is underway.
Supporting the economy	Grow a strong and sustainable economy	Work with the Royal Agricultural University on their aspiration for the Innovation Village	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	already commenced	Mar-28	On Target	A planning application was submitted in April 2024. It is hoped it will be determined at May's Planning Committee. The Council continues to support the RAU in other aspects of this project in parallel with the application being considered.
Supporting the economy	Grow a strong and sustainable economy	Promote the Growth Hub to support existing businesses and encourage the growth of start-ups	Cllr Tristan Wilkinson	Joseph Walker Paul James	Paul James	already commenced	Mar-28	On Target	The Growth Hub provides support to start-up and growing businesses and has been funded for the last few years via the UKSPF. Officers work closely with the team at the Growth Hub and hold regular monitoring meetings. Cirencester Growth Hub is the best-performing Growth Hub in the county. A bid to the County's Strategic Economic Development Fund (SEDF) for the financial years 2026-27 and 2027-28 was successful, albeit that it is only for around half of the level of the UKSPF funding, meaning that fewer business navigators will be employed.
Supporting the economy	Grow a strong and sustainable economy	Work with partners to realise benefits of the Creative Cotswolds Action Plan	Cllr Tony Dale	Joseph Walker	Lisa Caton	Sep-25	Mar-28	On Target	The Leisure and Culture Support Officer has been a welcome addition to the team and has instituted stronger monitoring and reporting, helping us get a better handle on both the activity taking place at the museum, and the opportunity that might be realised. This has led to the creation of a report seeking additional resource to support the cultural economy, due to be considered in May. We have developed further contacts with the library service, to try to use their connections and community presence to extend the network of venues we and partners use for community outreach.
Supporting the economy	Manage the opportunity and impact of the visitor economy	Refresh the Tourism Destination Management Plan	Cllr Tony Dale	Joseph Walker Chris Jackson	Chris Jackson	Sep-25	Sep-26	On Target	During the quarter, the team have been working with GCC to finalise the grant agreement and monitoring requirements to sign off on the SEDF funding. The funding offer was signed off at the end of the quarter, allowing the recruitment of an admin role to support on the project, and commencement of a procurement exercise to obtain robust visitor economy data to underpin the strategy moving forwards.

Supporting the Economy	Deliver the new Local Plan	Promote policies that maintains and protects our existing employment sites whilst supporting sustainable economic growth in the district	Cllr Juliet Layton	Geraldine LeCointe	Andrew Maxted	already commenced	Dec-26	On Target	Regulation 18 consultation for draft Plan now completed. The Plan will seek to protect our existing employment sites and support sustainable economic growth; evidence is also being undertaken in this regard. Currently on target for submission in December 2026.
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